Ontario Place Corporation

2014 - 2016 Business Plan

Year - 2014

Board approved plan originally submitted to MTCS February 4, 2014
Approved for public posting xxxx

ontario place

ONTARIO PLACE CORPORATION
2014 BUSINESS PLAN

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GLOSSARY OF COMMONLY USED ACRONYMS

OP or OPC	Ontario Place Corporation
TGM	Transition General Manager
FTE	Full-Time Equivalent – measure of staff numbers
POD(s)	One or more of an original site feature comprised of a five pod pavilion complex over the water
MTCS	Ministry of Tourism, Culture and Sport (ministry)
OPBR	Ontario Place Revitalization Branch
TAB	Tourism Agencies Branch
IO	Infrastructure Ontario
LSB	Legal Services Branch
LN	Live Nation

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Executive Summary

Looking back on 2013, Ontario Place Corporation operated in its first year of a smaller staff complement following the government's 2012 partial closure announcement. Management stabilized operations and registered a significant increase in site events and revenues. In 2013, Ontario Place met its net bottom-line budget targets and is projecting a modest surplus.

The revitalization of Ontario Place is moving forward and the first phase of revitalization will begin with the construction of the Urban Park and Waterfront Trail on the eastern edge of the site in the spring/summer of 2014. OPC supports and enables the government's revitalization goals while pursuing the following operational priorities in 2014:

- Maximize revenue generation through existing core business operations (Marina, parking and site rentals);
- Develop a strategy for the potential use and revenue generating opportunities of other sections of OPC, such as Echo Beach and the 'back-of-house' areas;
- Continue to manage Ontario Place Corporation's business relationship with Live Nation and Atlantis Pavilions Inc.;
- Continue to work with ministry staff and TO2015 to finalize an agreement for Ontario Place to be a venue site for the 2015 Pan Am Games.

The 2014 proposed budget forecasts $3.67 M in revenues and $5.67 in expenses. Ontario Place Corporation will require a $2.0M operating subsidy to balance the 2014 budget.

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Mandate

Legislative Authority

Ontario Place opened in 1971 and is an Operational Enterprise Agency of the Government of Ontario. The legislated authority of Ontario Place is the *Ontario Place Corporation Act*, R S O 1990, c 0 34 (the Act). The legislated mandate of Ontario Place is:

a) To operate Ontario Place as a provincial exhibit and recreational centre;
b) To develop projects and programs designed to provide the people of Ontario with a greater appreciation of the Province and its accomplishments and potential, and to provide talented artists in the Province with the opportunity to exhibit their works and their abilities;
c) To develop special programs from time to time considered to be worthwhile to enhance the image of the Province and to co-ordinate activities with the Canadian National Exhibition at times when that exhibition is in operation; and,
d) To do such other things as the Minister may require from time to time and to advise the Minister on projects and programs of general advantage to the Province.

In 2012, the Ontario government endorsed the Minister's Advisory Panel's (MAP) recommendations to transform Ontario Place into a 'must visit' destination and landmark for Ontario families and tourists from around the world.

Ontario Place Vision and Mission

The future vision and mission of Ontario Place is under consideration as part of the government's Revitalization initiative.

Corporate Governance

Ontario Place is accountable to the Minister of Tourism, Culture and Sport ("the ministry") and is guided by a Memorandum of Understanding with the ministry.

The Ministry of Tourism, Culture and Sport provides leadership to stimulate economic growth and investment and creates an environment that allows Ontario to compete successfully in the rapidly changing world of travel and leisure. The ministry oversees the activities of its agencies and attractions that promote culture, tourism, economic growth and job creation. The agencies and attractions are the stewards of unique historic assets, built and natural heritage, green space and parklands, and centres of excellence and innovation in regions across Ontario. Together, they offer a wide range of educational, recreational, tourism, cultural and entertainment experiences for residents and visitors.

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Board of Directors

As outlined in the *Ontario Place Corporation Act*, the Board of Directors has governance accountability, provides strategic direction for the Corporation and is responsible for the effective oversight of its management. Under The Act, the Board shall consist of not fewer than seven and not more than 13 members appointed by the Lieutenant Governor in Council of whom one shall be a director of the Canadian National Exhibition Association. There are currently seven Board members:

Chair:	Penny Lipsett		
	Sonny Cho	Linda Franklin	Nancy Kennedy
	Joanne Rider	Victor Severino	Winston Young

Canadian National Exhibition Association Representative: Linda Franklin

Board Committees

The role of the Board committees is to support the Board of Directors and act as a resource for Ontario Place management. During the transition to revitalization, the Board committees are suspended, with the exception of the Audit Committee.
The following Board members sit on the Audit Committee:

Chair:	Winston Young	Penny Lipsett	Sonny Cho

Senior Management Team

Eriks Eglite was appointed to the position of the Transition General Manager in 2012. As the Transition General Manager, Eriks is responsible for the operation of the Corporation and has a senior management team comprised of:

Senior Manager, Corporate Services	Hunter Saggar
Senior Manager, Operations and Infrastructure	Mukhlis Mutlag
Executive Assistant to the Transition General Manager	Valerie Holliday

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2013 Highlights

Business highlights from 2013 included:

- Concluded final remaining settlement and termination agreement(s) for concessionaires
- Stabilized operations and self- generated 63% of all OPC revenue.
- Hosted a 20% increase in Amphitheatre concerts from 2012 (29 in 2012 vs. 25 in 2013)
- Hosted a 40% increase in Echo Beach and East Island festival events from 2012 (15 vs. 21)
- Managed a 76% increase in site and parking lot rental events from 2012 (43 vs. 76)
- Achieved a 109% increase in site and parking lot rental revenue from 2012
- Atlantis Pavilions maintained business operations and revenue sharing similar to 2012
- Parking lot machine revenues decreased by 13% from 2012

The 2013 Income Statement follows on the next page and summarizes the key revenues and expenses. Of the nearly $6.0M in total operating revenues, 63% ($3.75M) was self-generated by Ontario Place business operations. Ontario Place received $2.21M in provincial agency funding in 2013, representing 37% of total operating revenues. The majority of OPC's self-generating revenue (66%) was generated through direct Ontario Place business operations (e.g. parking lots, site rentals, Marina), with and on-site business partners (licensees) contributed a minority share of revenues (34%).

The 2014 operations are proposing to maintain a 66% self-generating revenue budget target.

Summary of 2013 Income Statement (Unaudited)

Year Ending December 31, 2013				
	2013 Projected	2013 Budget	Better/(Worse)	
	($000's)	($000's)	($000's)	%
Total Operating Expenses	5,935.40	5,512.02	(423.38)	-7.68%
Income/(Loss) Before Operating Subsidies	(2,180.90)	(2,187.72)	6.82	na
Operating Subsidies	2,210.00	2,210.00	-	00.0
Net Income/(Loss)	29.10	22.28	6.82	na

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Strategic Directions

The primary focus of the Corporation during the 2014-2016 period will be to evolve the organization and its operations to suit the transition of Ontario Place to a revitalized site, including seeking new revenue generating business opportunities in the interim. Four core business streams will continue to operate: the Amphitheatre, Atlantis Pavilions, the Ontario Place Marina and site rentals including parking lot operations. The Marina, and site and parking lot rentals will be the focus of OPC operations to maximize revenue. OPC will also develop strategies and work with Tourism Agencies Branch (TAB), Ontario Place Revitalization Branch (OPRB) of the Ministry of Tourism, Culture and Sport and Infrastructure Ontario (IO) for other potential commercial uses of OPC without impeding revitalization activities and construction, including the proposed Urban Park and Waterfront Trail.

The Corporation will finalize its Agreement with Toronto 2015 Pan American Games Organizing Committee and the Province for the hosting of the several Pan Am Games events at Ontario Place.

In addition, OPC management will continue to:

- Provide corporate support to the Board of Directors and the ministry;
- Identify efficiencies across the organization and the property;
- Work closed with TAB and the ministry's human resources staff to ensure that flexibility in the resource deployment is maximized;
- Maintain the physical integrity of the buildings and grounds.

Environmental Scan

The government announced the partial closure of Ontario Place in February 2012 with the intention of beginning the revitalization of the site. Phase one of revitalization is being initiated in the spring of 2014 with the construction of the Urban Park and Waterfront Trail on the east island of Ontario Place. The primary focus of the Corporation during the 2014-2016 period is to support the ministry's revitalization efforts as Ontario Place transitions to a year-round destination.

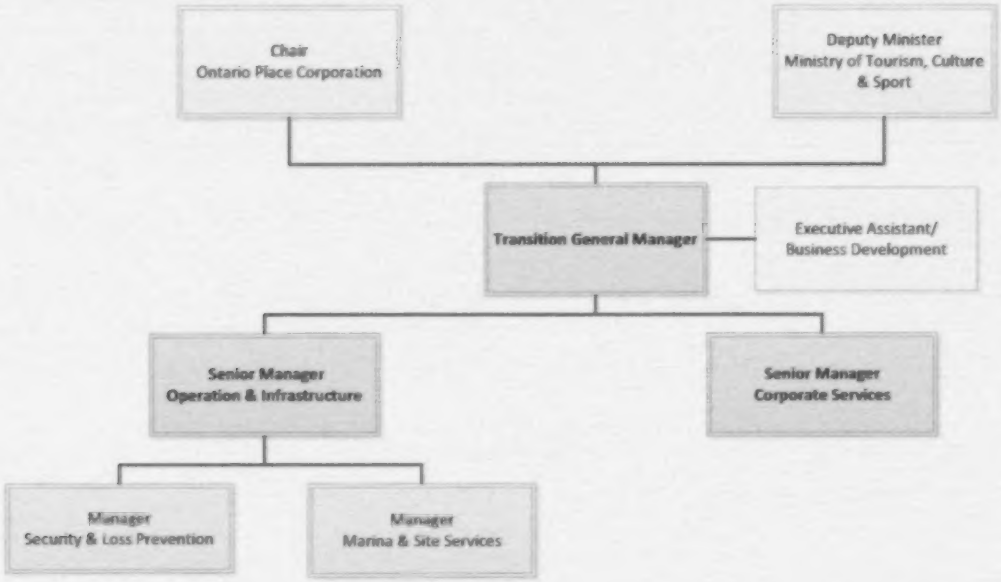
In 2014 OPC management's related operational priorities are:

1. To continue to manage the core businesses and investigate revenue maximization opportunities;
2. Continue to support the Board and the ministry
3. Work with the ministry to implement strategic decisions in support of revitalization;
4. Work with TO2015 in support of OP hosting a part of the Pan/Parapan American Games.
5. Manage existing corporate assets including undertaking surplus asset disposal and limited demolition, as approved by the Board;
6. Maintain the overall site as a healthy and safe site;

As plans for the future of Ontario Place are being developed, OPC management will assess the impacts of decisions on key partners and stakeholders and develop mitigation strategies which includes consulting stakeholders prior to any making any major business decisions to ensure transparency and accountability. One such operational priority is a joint City of Toronto, Live Nation and Ontario Place committee on traffic and parking issues in the Exhibition Place/Ontario Place precinct.

Organizational Structure
Senior Management

Ontario Place Corporation



Business Operations

Transition General Manager's Office

A key priority in 2014 for the Transition General Manager (TGM) and OPC management is to continue to evolve the organization and its operations to suit the transition of Ontario Place to its revitalization, including seeking new revenue generating business opportunities for OPC which are consistent with the government's February 1, 2012 announcement. To achieve this objective, the Transition General Manager will require: active liaison with the Chair of the Board and the Deputy Minister, dedicated ministry communication, and the active maintenance of existing OPC stakeholder relations. In addition, the Office of the TGM will continue to administer physical revitalization access and associated activities at Ontario Place. In the short-term, it will be critical for the TGM, in consultation with HR Ontario, to fill currently vacant positions within the organization, well in advance of the start of the 2014 operating season.

In collaboration with the Board and the ministry, key accountability tools will require updating in 2014 including the Memorandum of Understanding between Ontario Place and the ministry. OPC rental agreements and contracts will continue to be subject to regular reviews by the minist[illegible] Legal Services Branch.

The Office of the TGM will follow-up on resolutions and directions made by the Board of Directors, including: the execution of the Ontario Place-Infrastructure Ontario access agreement for the Urban Park and Trail; and, the OPC response to the Audit findings resulting from the 2012 Audit.

Event Rentals are currently managed through the TGM's Office, by the Executive Assistant. (see Businesses and Activities on page 12)

Corporate Services

The Corporate Services Unit is responsible and accountable for the following 5 areas:

1. Finance
2. Human Resources
3. Information and Information Technology
4. Procurement (including managing OP Surplus Assets)
5. Legal

The unit is staffed by 4 FTEs and is also supported for the summer period by a small student complement.

1. Finance

Finance staff support the day-to-day operations of OPC and meets all OPC financial reporting requirements, including the annual audit, as required by the Board, MTCS and MGS.

2. Information & Information Technology

Ontario Place's Information and Information Technology staff ("I&IT") provides technology services to support the operations of Ontario Place and its partners.

3. Human Resources Services

Human Resources staff at Ontario Place provides support to the MTCSS HR/Strategic Business Unit in the administration of Human Resources services to represented staff and management.

4. Procurement Services

In 2014 the procurement activities will generally deal with the continued minor decommissioning of the site, a refresh of OPC Vendor of Records (VORs), and the review and tender of expiring services contracts.

5. Legal Services

OPC has a variety of ongoing Legal issues which are administered by the Corporate Services Unit with extensive support from MTCS Legal Services Branch. In 2014, a considerable amount of work is anticipated as many services contracts expire and will require to be renewed to reflect the current operating environment.

Operations and Infrastructure

The Operations and Infrastructure Unit is responsible and accountable for the following areas:

1. Site Services
2. Security Services and Loss Prevention
3. Marina
4. Parking

The unit is staffed by 19 FTEs and is also supported for the summer period by a student complement.

1. Site Services

The 155 acres of land and water lots, buildings, green space, roads and infrastructure are managed and maintained by a full time work force of 6 staff and this is supplemented by summer season student help. The majority of the site is actively used year-round during the transition phase.

The key areas of maintenance responsibility include landscaping, HVAC, plumbing and mechanical, carpentry, electrical services and routine inspections. In addition, staff also manage third party contracted services for larger projects such as asphalt repairs, building decommissioning, site fencing, high voltage electrical installation and maintenance, high steel refurbishment, and pod roof repair.

2. Security Services and Loss Prevention

OP Security staff are the face or first point of contact for the more than 500,000 guests that continue to visit, work and play at Ontario Place. They ensure positive communication with all guests and patrons visiting Ontario Place or its partners: Live Nation, Atlantis or any of the site events. Further, they are required to actively patrol areas ensuring the stewardship of corporate assets across the property.

3. Marina (see Businesses and Activities on page 12)

4. Parking (see Businesses and Activities on page 12)

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Businesses and Activities

Operational Overview

The main operational strategies for 2014 are to:

- Maximize revenue generation through existing core business operations (Marina, parking and site rentals);
- Develop a strategy for the potential use and revenue generating opportunities of other sections of OPC, such as Echo Beach and the 'back-of-house' areas;
- Maintain the overall site as a healthy and safe site;
- Manage existing corporate assets including undertaking surplus asset disposal and limited demolition, as approved by the Board;
- Support the operational requirements of the business revenue streams;
- Implement capital projects as they relate to Health & Safety improvements and site preparation for the 2015 Pan Am Games.

A proposed 2014 Fee Schedule is found as Appendix A.

Current Revenue Streams and Activities:

1. Molson Canadian Amphitheatre
   - Operates May to September and has a capacity of 16,000.
   - Managed through a Lease Agreement with Live Nation (current term goes to December 2020 with options to extend to 2030).

MOLSON CANADIAN AMPHITHEATRE EVENTS					
	2010 Actual	2011 Actual	2012 Actual	2013 Projected	2014 Forecast
# of Concerts	42	26	29	35	35

Note: Live Nation's Echo Beach concerts and festivals are activities captured under Event Rentals.

2013 Operational Issues/Highlights:

- 35 concerts were held at the Molson Amphitheatre, an increase of 20% from 2012 when 29 concerts were held.
- During the CNE, demand for onsite parking significantly increased due to the reduction of available spaces at Exhibition Place.
- Increased traffic congestion due to the closure of the Dufferin Street Bridge, provided operational challenges for OPC during concert season.

2. Atlantis Pavilion
   - Atlantis has a license agreement for the use of POD's 1 & 2 as a hospitality and event venue facility, banquet center and the location of the Atlantis corporate head office.

2013 Operational Issues/Highlights:

- OPC continues to work with Atlantis to manage expectations around landscape maintenance and guest access to the grounds.
- Vigilant maintenance to minimize POD roof leaks, manage climate control and to keep Bridge 10 in good general condition. This is an operational challenge for OPC during extreme weather.

3. Ontario Place Marina

The Ontario Place Marina has long been a popular mooring facility for boaters due to its proximity to downtown Toronto. Ontario Place has 240 slips available for daily, monthly and seasonal rental.

The Marina is open from the first Saturday in May through to mid-October and offers the following services:

1. 24 hour-a-day dock access control
2. 15/30/50 amp shore power hook-up
3. Water hook-up
4. Gas and diesel fuel, pump-out
5. Private washrooms and showers
6. Laundry/ice/pump-out
7. Monitoring of VHF Channel 68
8. Ontario Place security
9. Marina staff
10. Complimentary high-speed wireless internet available
11. Two parking passes included with seasonal dockage

2013 Operational Issues/Highlights:

- 2013 total Marina revenues were 1% lower than 2012
- Despite the forecasted 15% decline in Marina revenues for 2013 for seasonal dockage, the 2013 seasonal dockage revenue only decreased by 3% from 2012.

4. Parking, Site and Facility rentals

In 2013, Ontario Place operated 4 parking lots (Lots 1, 2, 2A and 3) with over 1,500 parking spaces available for guests attending various events in and around Ontario Place. In total, Ontario Place offered over 500,000 square feet of outdoor space for event programming, concerts, and film shoot locations in the parking lots and throughout the park. There are 3 distinct revenue generating businesses:

i. Parking Lot Operations
ii. Site and Facility Rentals
iii. Film and Television Production

i. Parking Lot Operations

Parking lot operations generate revenues through the contracted Pay and Display machines. Parking revenues are projected to decrease due to the loss of 340 spaces in Lot 3 to make room for construction of the new Urban Park and Waterfront Trail.

ii. Site and Facility Rentals

Ontario Place offers various site rental opportunities of parking lots and park areas for concerts, events and fundraisers, including:

Echo Beach

- Capacity of 5,000
- Live Nation currently the largest user of the site.

East Island

- Large scale festival venue can accommodate multiple stages, food and merchandise locations.
- Managed through Rental Agreements for each event.

West Island

- Plans are underway to make this area available for events such as bicycle and running courses and wedding photography.

2013 Site Rental Operational Issues/Highlights:

- In 2013, OPC had 76 site rentals versus 43 in 2012. This represents an increase in site rental revenues of 109% over 2012.
- Ontario Place played host to a number of repeat and new third party events including:
    - supporting the Caribbean Carnival held on Exhibition Place grounds;
    - the Canadian National Exhibition's presentation of the Canadian International Air Show, which attracted an estimated 14,000 viewers on the Ontario Place West Island over a three day period;
    - several high profile charity events including: the Princess Margaret Hospital's Road Hockey to Conquer Cancer, Hockey Night in Canada "Play On" road hockey tournament, 2013 Scotia Bank Toronto Waterfront Marathon, 2013 Caribbean Carnival, Meaghan's Walk, 2013 Goodlife Fitness Toronto Marathon.
- Live Nation presented 21 concerts and festivals at Echo Beach and the Flats in 2013 compared to 15 in 2012. The potential exists for continued increase in rental demand in 2014.
- Live Nation expanded their programming "out of season" to include a winter music festival at Echo Beach on February 1 and 2 called Brrrrr! This event is scheduled again for February 1, 2014.
- In anticipation of the continued demand for parking lot and site rentals, management initiated a review of the rental fee schedule; market demand; staff resources and operational requirements of this business. The fee schedule and Event Rental Policies and Guidelines were posted on the OPC website.

Following a comprehensive review of its site rental rates, OPC is proposing to adjust its fee schedule for Parking Lot and Venue Event Rentals and daily parking rates in 2014 and is found as Appendix A.

iii. Film and Television Production

OPC will continue to maximize opportunities for filming on the vacant OP grounds. OPC will work with the ministry to clarify expectations and filming considerations to ensure the site is a film-friendly location.

2013 Operational Issues/Highlights:

- In 2013, the OPC grounds were rented for a total of 5 productions including, The Ron James Show, CTV's Cracked, YTV's Cache Craze and Classic Car Rescue.
- Staff provided over 25 site tours to interested location scouts, marketing and production companies, including the Director of Production for Warner Bros Pictures from Hollywood, California.

Marketing and Communications

Following the February 1, 2012 announcement of revitalization and partial closure, Ontario Place suspended all active marketing and communications except those related to its core business. A concerted effort was made to remove Ontario Place core park listings from all known third-party websites, publications, calendars and links.

OPC works closely with the ministry to support messaging for media and other inquiries:

Media Relations are, and will continue to be, managed as follows:

1. Relating to Ontario Place – MTCS Communications Branch in consultation with OPC.
2. Revitalization - Ontario Place Revitalization Branch and Communications Branch
3. Third-Party Events – by each event's media relations personnel
4. Relating to Ontario Place Board – Board Chair, or proxy, as required

Third-party events

Third-party event contracts stipulate that the rental organization can refer to the location "at Ontario Place" but that the event was not to be positioned as sponsored or sanctioned by the Province of Ontario. Event organizers are expected to market their own events.

Website

Immediately after the February 1, 2012 announcement, OPC removed its event listing and worked with the ministry to add information with links to the Ontario Place Revitalization Initiative. The OPC website continues to be utilized to disseminate information related to partial operations and in 2014 the website will be modified to make it more user-friendly. Additionally, use of the OPC website to communicate with customers on traffic and parking matters will also be undertaken in 2014.

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2014 Financial Plan

Introduction

2013 was a transitional year for Ontario Place operations. As the ministry developed revitalization plans, OPC was charged with supporting partners, operating remaining businesses and increasing revenue. The year was financially successful and as such, the ministry has confirmed two years of funding of up to $2M a year to December 31, 2015.

The current capital program based on maintaining a safe site waiting Revitalization continues from a self-funded reserve.

In 2014 and through 2015 the operating budget will continue to address priorities including site decommissioning, while operating the current core businesses.

Three-Year Assumptions

The following general assumptions were used to forecast operating budgets for 2014, 2015 and 2016:

Revenue:

- OPC is forecasting that the revenues levels established in 2013 will primarily remain steady in 2014. However, in 2015 during OPC's busy summer period the site is being partially dedicated to hosting 2015 Pan/ ParaPan Am Games as such, a decline in revenue is being forecasted.
- All assumptions for 2016 are "to be determined" pending the ministry's progress with revitalization and the unveiling of further government plans for the site.
- Overall, in 2014 OPC is forecasting a decrease in revenue corresponding with a decrease in expenditure, therefore increasing overall net revenue.

Expenses:

- A decrease in expenditures for 2014 is being forecasted.
- OPC will review expenditures regularly to develop both one-time and ongoing strategies to decrease expenditures.
- All assumptions for 2016 are "to be determined" pending the ministry's progress with revitalization and the unveiling of further plans for the site.

Funding Grants

Ontario Place manages a modest unrestricted cash reserve to ensure OPC has sufficient cash to meet financial needs during an operational term. The ministry has confirmed up to $2.0M a year funding grant in each of 2014 and 2015 years. The existing cash reserve will be used to fund the 2014 OPC Capital program addressing both carry forward and new projects.

OPC presents budgets for 2014 and 2015 acknowledging the confirmed $2.0M annual funding grant to address the shortfall between self-generated revenues and operating expenses. For the next three years, the ministry's subsidies are understood to be as follows:

(000's)	2014	2015	2016	Total
Operating	$2,000	$2,000	TBD	$4,000
Capital – H & S refurbishment	0	0	TBD	TBD
Total	**$2,000**	**$2,000**	**TBD**	**$4,000**

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The following operating budgets are submitted for ministry review and approval:

1. **2014 Proposed Budget**
2. **2014-2016 Multi-year Budget**

2014 Proposed Budget				
	2013 Final (Unaudited)	2014 Budget	Better/(Worse)	
	($000's)	($000's)	($000's)	%
Park Revenue	2,485.50	2,426.50	(59.00)	-2.43%
Licensee Revenues	1,269.00	1,250.00	(19.00)	-1.52%
TOTAL OPERATING REVENUE	**3,754.50**	**3,676.50**	**(78.00)**	**-2.12%**
TOTAL OPERATING EXPENSES	**5,935.40**	**5,667.20**	**268.20**	**4.73%**
Income/(Loss) Before Operating Subsidies	(2,180.90)	(1,990.70)	190.20	-9.55%
Operating Subsidies	2,210.00	2,000.00	(210.00)	-10.50%
Net Income/(Loss)	**29.10**	**9.30**	**(19.80)**	na
One time Revenue (Sale of Surplus Assets	257.25	-	(257.25)	na
Net Income/(Loss)	**286.35**	**9.30**	**(277.05)**	**na**

2014-2016 Multi-year Budget			
	2014	2015	2016
	($000's)	($000's)	($000's)
Park Revenue	2,426.50		TBD
Licensee Revenues	1,250.00	1,250.00	TBD
TOTAL OPERATING REVENUE	**3,676.50**	**3,388.00**	TBD
TOTAL OPERATING EXPENSES	**5,667.20**	**5,517.20**	TBD
Income/(Loss) Before Operating Subsidies	(1,990.70)	(2,129.20)	TBD
Operating Subsidies	2,000.00	2,000.00	TBD
Net Income/(Loss)	**9.30**	**(129.20)**	TBD

2014 Capital Plan

Review of 2013 Capital Projects

The 2013 Ontario Place Capital Program was self-funded through a previously unspent capital reserve fund. The 2013 capital program had a goal of 9 projects to complete. Several factors affected the program over the course of the year, none more so than: the 10-month vacancy of the Senior Manager position responsible for Capital Projects; and, decisions beyond the control of OPC involving stage one of revitalization and the 2015 Pan/Parapan Games.

Despite these obstacles, four projects were successfully completed, representing 30% of the total 2013 Capital budget:

1. East Island Fencing
2. East Island Power upgrade
3. Cinesphere dome joint sealing
4. IT System Retrofit

In total the 2013 Capital Program spent approximately 35% of the 2013 Capital budget.

2014 Capital Plan: $1.670M

The 2014 Capital Plan includes completing in-process 2013 capital projects, the carry forward 2013 projects, and new 2014 capital projects related to health and safety, operational streamlining and consolidation. OPC will self-fund all identified capital projects from cash reserves.

New Health and Safety/Consolidation Projects:

1. Sunken Ship bed restoration
2. General Asphalt Paving and Patch
3. Fire Panel replacement
4. IT – GP conversion of obsolete financial technology

YEAR 2 (2015): $500,000
The 2015 capital program recommends having a $500,000 as a funding placeholder to ensure a safe and secure park site awaiting revitalization.

YEAR 3 (2016): TBD

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2014 Goals and Performance Measures

OPC 2014 Initiatives	Measures
Revenue from OPC direct operations	66% of all non-grant revenue
Increase OPC commercial rental offerings	Contract for at least 2 new proposed commercial use opportunities in 2014
Meet or exceed 2014 OPC budget net income	Improve 2014 bottom line
Collaborate with Toronto 2015 Pan American Games Organizing Committee to have a venue agreement in place	Ministry-reviewed, Board approved agreement in place targeted for March 2014
Begin preparations and beautification for hosting Pan Am Games in 2015	Secure additional funding or grants for OP beautification in 2014
Board approved demolition of non-heritage structures	Eliminate H&S risks Reduce HVAC & utility expenses Complete by Summer 2014
Great Plains financial software platform to be adjusted to meet the needs of the smaller organization	Review and implement adjustments to GP by Summer 2014
Continued implementation of the Surplus Asset Disposal Strategy to recycle, redeploy, dispose or sell those assets declared surplus	Continued implementation of strategy: - identify 1 lot of assets not required for ongoing operations by May 2014 Board meeting - have Board review assets and declare them surplus to needs of corporation - offer asset lots to MTCS agencies for redeployment - dispose of remaining surplus assets by way of RFB by spring of 2014

APPENDIX A: 2014 Fee Schedule

Under *The Ontario Place Act*, OPC can establish fees, subject to the approval of the Deputy Minister, for entrance into Ontario Place and in connection with any service or facility provided in Ontario Place.

1. Daily Venue Event Rental Rates

LOT 1 112,563 sq./ft.	LOT 2 212,138 sq./ft.	LOT 2A 40,762 sq./ft.	Guest Services Lot	Cinesphere Auditorium	West Island	East Island	Echo Beach
$2,000	**$4,000**	**$1,000**	**$750**	**$2,500**	**$10,000**	**$10,000**	**$2,500**

2. Marina Seasonal Dockage Rates

Marina Seasonal Dockage	2011	2012	2013	2014
30 amp rate per foot	$87.00	$82.85	$82.85	$87.00
50 amp rate per foot	$92.00	$87.60	$87.60	$92.00

OPC proposed to increase the Marina seasonal dockage rates by 5%. This is a return to the 2011 seasonal dockage rates.

3. Proposed New Business Opportunities

Helicopter Dockage	Professional Photography	Race Circuit Route
$100 - $500 per landing	$150 - $500 per session	$5,000 - $10,000 per event